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ABSTRACT

A study examined the changes in advertising agency personnel perceptions of media sales representatives in light of the developments in advertising and the mass media that occurred from 1950 to 1986. Data were collected from four previously conducted and published surveys, as well as a 1986 survey. The findings revealed that advertising agency personnel have decreased their perceptions of the usefulness and influence of media sales representatives in their media decisions. Also, the salesperson's role was perceived in more limited terms in 1986 than in 1950. Four factors that influenced these changes in perceptions were (1) the emergence of "marketing" as the predominant business philosophy, (2) the introduction of computers into media planning, (3) the growth of syndicated audience research services, and (4) the emergence of new communications technologies. Fifty-six footnotes are appended. (HOD)

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CHANGES IN PERCEPTIONS ADVERTISING AGENCY PERSONNEL HAD OF MEDIA SALES REPRESENTATIVES; 1950 - 1986.

by:
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ABSTRACT

CHANGES IN PERCEPTIONS ADVERTISING AGENCY PERSONNEL HAD OF MEDIA SALES REPRESENTATIVES: 1950-1986.

This paper presents findings on changes in the perceptions advertising agency personnel had of media sales representatives in the period from 1950 to 1986, Specifically, advertising agency personnel were found to have decreased their perceptions of the "usefulness" and "influence" of media sales representatives in their media decisions. Also, the salesperson's role was perceived in more limited terms in 1986 than in 1950. Factors that may explain why such changes occurred are discussed.

I. Statement of Purpose

Changes in how media sales representatives were perceived by advertising agency personnel from 1950 to 1986 will be presented in this paper. Their perceptions will be interpreted in light of developments in advertising and the mass media that occurred during the period.

II. The Role of the Media Sales Representative

In their role as sellers, media sales representatives serve as the liason between the mass media and advertising agencies. In cases where an advertiser does not employ an agency, the link is directly with the advertiser.

A distinct facet of the agency-sales representative relationship is the common interest of both parties in selling advertising to the advertiser. Since each is remunerated on the basis of a commission paid as a percentage of advertising space or time purchased, metaphorically, at least, both their salaries are paid by the advertiser. The agency-sales representative relationship is, in effect, an economic partnership.

Within the partnership, media sales representatives service the needs of advertising agencies. These needs vary greatly, calling for a "jack-of-all-trades" salesperson who not only sells, but who also serves as marketer, creative, informant, negotiator, consultant, and lunch buyer. The agency-salesperson relationship underwent major changes in the early years of advertising in the United States.

III. The Formative Years of Advertising in the United States

In 1729, Benjamin Franklin put advertising before editorial in the masthead of his first issue of the Pennsylvania Gazette.(1) Some consider him as the originator of the modern system of advertising.(2) The value of the newspaper as an advertising medium increased with the development of the "penny press." Benjamin H. Day, founded the first of these in 1833, the New York Sun.(3) He hired people to sell advertising space to clients.(4) These individuals were the first media sales representatives.

These media salespeople were the first advertising agents. Volney Palmer, considered the first such agent in the United States, established himself as an agent in 1841 in Philadelphia, opened a branch office in Boston in 1845, and one in New York in 1849.(5) At this stage in the development of advertising, advertising agency and media sales representative were one.

In the last quarter of the nineteenth century, advertising expanded rapidly along with the growth in the production capability of American corporations and the demand associated with a rapidly increasing population. "There were for the first time, national markets, a transcontinental railroad, and major urban centers. New York had only 200,000 people in 1840, but in 1870 it had almost 1,500,000, and 3,500,000 by 1905. Chicago, Pittsburgh, Cleveland, even Kansas City and Omaha, became major cities during this period."(6) Competition between advertising agents led some to try new business strategies.

Individual agents competed to win the exclusive right to represent different publishers in different markets. An agent would then put

together a plan of advertising for a client based on the media properties to which he had rights. Sometime before 1905, a man named Earnest Elmo Calkins, put together what he called the first national advertising plan "with all phases described, and illustrated with graphs, charts, rough sketches of advertisements for magazines, newspapers, trade journals, posters, window cards, booklets (and) window displays."(7)

By the turn of the century the media sales representative was selling advertising space as well as designing advertisements. At about the same time, a major change in the relationship between agent and advertiser occurred. F. Wayland Ayer, founder of N.W. Ayer & Son, the largest agency of the time, changed the way advertising was bought and sold. Until that time, the agent could contract out space in bulk at cheap rates and resell it to advertisers at a profit. Ayer pioneered the "open" advertising rate, whereby he told clients what he paid for space, then added his commission to that.(8) This innovation signalled a shift of the advertising agent from representing the publisher to representing the advertiser. Ayer gave clients advice on media selection and prepared ads for them as well. Ralph Hower decribes Ayer as the true forerunner of the modern general advertising agency.(9)

In the agent's wake, a gap was left that was filled by the media sales representative, who was now an employee of the publisher. The sales representative sold the advertiser space by working through the advertising agency. That relationship has existed since then.

In the 1920s, advertising grew rapidly along with radio. By 1930, more than half the homes in the United States had radios.(10) National advertisers used radio extensively because they could reach large

captive audiences that tuned into popular programs.(11) Radio became the primary means of mass communication.(12) After television got off to a false start due to World War II, it grew rapidly and unseated radio as the primary mass advertising medium.

The period from 1950 to 1986 was one of "maturation" of advertising in the U.S.(13) By 1950, the relationship between media sales representatives and advertising agencies had taken on the form it was to retain throughout the period, and the full complement of mass media was in place. Although the relationship between salespeople and agencies may appear to have remained consistent, changes associated with developments in advertising are discussed in this study. These changes may have influenced perceptions advertising agency personnel had of the usefulness, influence and function of media sales representatives during the period of study.

IV. Research Questions

The following four research questions are addressed:

Q1. How did perceptions advertising agency personnel had of the usefulness of media sales representatives change in the period from 1950 to 1986?

Q2. How did perceptions advertising agency personnel had of the influence of media sales representatives on the media decision making process change in the period from 1950 to 1986?

Q3. How did perceptions advertising agency personnel had of the role of media sales representatives change in the period from 1950 to

1986?

Q4. What were the factors that accounted for changes in the perceptions of advertising agency personnel of media sales representatives?

V. Review of Literature

No historical analysis of the role of media sales representatives or of the perceptions of agency personnel of their role has been found. Information on these two topics, however, is located in three sources; advertising textbooks, trade periodicals and published surveys.

Numerous advertising textbooks were published throughout the period under study. Usually they treat advertising as a comprehensive process discussing the workings of participants, as well as issues concerning advertising's effects on society. Some of these works contain chapters that explain the relationship between advertising agencies and the media. Within such chapters, the function of media sales representatives is referred to in general terms (i.e., as representatives who sell space and time on behalf of their publishers or stations). Roger Barton's Media in Advertising includes a detailed discussion of the agency-sales representative relationship.(14) Since the role of media sales representatives has remained consistent in terms of their basic "sales" function, textbooks treat the issue in a similar manner.

Articles in trade periodicals are perhaps the best source of information on issues that reflect subtle changes. Major sources include Printers' Ink, Advertising Age, Mediascope, and Media Decisions

(became Marketing and Media Decisions). Articles were written by industry insiders concerning issues of importance within the advertising industry at times when they were published. Issues like the effectiveness of media salespeople were the subject of articles that explained how space salespeople could be evaluated,(15) what made the successful agency salesperson,(16) which medium had the best salespeople,(17) as well as descriptions of the mythical "ideal" salesperson.(18) Within articles like these, one finds evidence of what were considered to be the most important attributes of media salepeople from the perspective of their customers, the agencies.

Related to these articles were others that discussed the nature of the agency-salesperson relationship. Two of the topics covered were: the need to supply salespeople with more information(19) and strategies for improving agency-salesperson dealings.(20) An unusually comprehensive treatment of the issue looked at changes in agency-media relations over a fifty-year period.(21) As a rule, however, trade articles portrayed snapshots of the issues at specific times and tended to be long on description and short on analysis. They are used in this study to explain trends apparent from analysis of the primary sources.

The third source of information is contained in published surveys that measure the perceptions advertising agency personnel had of media sales representatives. Individuals surveyed were media executives, although executives from account services and in one survey, those from the client side, were included in the samples. These surveys are discussed in greater detail in the next section. Surveys of this type were published in 1951,(22) 1953,(23) 1961,(24) and 1969.(25)

VI. Method

This study is based on both primary and secondary evidence. Primary sources are published surveys of the perceptions advertising agency personnel had of media salespeople. The method each employed is briefly detailed below.

Survey 1 was sponsored and published by Printers' Ink magazine in 1961. It was conducted by the research division of C.L. Rumrill & Company, using personal interviews with executives in 25 cities from 14 states. The interviews were pretested in Rochester, New York among agency men, space buyers and advertising managers.(26)

Survey 2 was also sponsored and published by Printers' Ink, this one in 1953. It was conducted by Dr. Nugent Wedding, Associate Professor of Marketing, University of Illinois. Approximately 200 personal interviews were conducted with media directors, space and time buyers, contact men and copy heads. Interviews were conducted in Chicago, St. Louis, Cleveland, Akron, New York and Philadelphia.(27)

Survey 3 was sponsored by the East Central Council of the American Association of Advertising Agencies and published in Mediascope magazine in 1961. It was conducted by the research staff of a major advertising agency using a mail questionnaire in the Detroit area. Seventy-nine media executives participated for a response-rate of 75 percent.(28)

Survey 4 was published and conducted by Media Decisions magazine in 1969. Southern Business Firm implemented a mail survey to which information from 140 personal interviews were added. Respondents included both agency and advertiser personnel.(29)

The published surveys formed a pool of primary historical data from which were selected certain specific findings as determined by their relevance to answering research questions one through three posed in this study.

A 1986 survey was added to those previously mentioned. Conducted by the author, it employed a mail questionnaire forwarded to media executives in Michigan. The questionnaire was designed with two considerations in mind. First, that it supply information pertinent to answering the research questions posed by the study, and second, that items included be phrased as they were phrased in past surveys so that simpler comparisons could be made with these earlier findings.

The findings from comparison of the five surveys are interpreted by referring to the trade literature to which the reader has been introduced from the literature review. Through interpretation of the findings, the fourth research question will be addressed.

VII. Findings

Findings from the surveys are presented in relation to the research question with which they are associated.

Q1. How did perceptions advertising agency personnel had of the usefulness of media sales representatives change in the period from 1950 to 1986?

This question is answered by comparing data from the surveys conducted in 1953, 1961 and 1986. Specific comparisons from the data

can be made on several measures that together give some indication of how perceptions of the "usefulness" of media salespeople may have changed over the period.

In answer to the question, "Does the space or time salesperson perform a useful service?", responses were divided in 1953 and 1986, as follows:(30)

	1953	1986
yes	95%	40%
some do; some do not	5%	60%
no	0%	0%

In 1953, the vast majority of respondents indicated that media sales representatives performed a useful service. Strikingly, the majority of respondents in 1986 felt that only some did.

Related to how useful agency personnel perceived salespeople, were their perceptions of how well salespeople handled the information dimension of their role. In answer to the question, "Do media sales representatives provide needed information as completely and rapidly as possible?", responses were divided in 1961 and 1986 as follows:(31)

	1961	1986
yes	63%	24%
sometimes	5%	10%
no	29%	66%

In 1961, the majority of respondents indicated that media sales representatives provided needed information as completely and rapidly as possible. Respondents held the opposite view in 1986, with the majority of respondents indicating that they did not.

Perceptions of the "effectiveness" of salespeople would also appear related to perceptions of their usefulness. Data collected in 1969 and 1986 in response to the question, "Out of ten media sales representatives who call on you how many would you say are really effective?", Responses were divided as follows:(32)

Effective Salespeople (out of 10)	1969	1986
0	4%	0%
1	16%	15%
2	28%	16%
3	22%	24%
4	9%	9%
5	10%	22%
6+	11%	13%

The responses from 1969 and 1986 appear notable for their similarities rather than their differences. Agency personnel surveyed at both points indicated that approximately three out of ten salespeople were effective. How can this consistency be evaluated in relation to the previous findings that indicate declining perceptions of usefulness?

First, it should be noted that the responses on effectiveness do not cover the same period dating only from 1969. It is possible that in the period from 1950 to 1969 that perceptions of effectiveness changed. Lacking information on this period, a possible explanation for what appears to be a clear decrease in perceptions of usefulness matched with consistent responses on effectiveness, is that the criteria on which usefulness was determined changed. That is, the things that made media sales representatives useful in 1951 were not the same as those in 1986. If this were true, then an effective salesperson throughout the period may have served a more useful purpose at one time than at another. Factors that may account for this change will be discussed later. In summary, however, the first research question may be answered by stating that perceptions of advertising agency personnel of the usefulness of media sales representatives decreased in the period from 1950 to 1986.

Q2. How did perceptions advertising agency personnel had of the "influence" of media sales representatives on the media decision making process change in the period from 1950 to 1986?

This question is answered by comparing responses on surveys from 1951, 1953, and 1986. In 1953 and 1986, respondents indicated how much influence they perceived salespeople to have on their media decisions. Responses from agency personnel to the following question were collected: "How much does the media salesperson have to do with the relative allocation of space or time?" Answers to this question are summarized below.(33)

Amount of Influence	1953	1986
a great deal	5%	1%
a considerable amount	26%	4%
some (rather important)	19%	26%
very little	13%	35%
none	5%	8%
depends on client	7%	8%
little with respect to medium, alot with respect to individual station or publication	17%	20%

The responses suggest that agency personnel perceived media salespeople as having more influence on their media decisions in 1953 than in 1986. In 1953, almost one-third indicated that salespeople had a great deal or a considerable amount of influence on their media decisions. In 1986, only five percent perceived this to be the case. Over forty percent of the respondents in 1986 indicated that salespeople had very little or no influence on such decisions. In both surveys, a similar percentage of the respondents perceived that salepeople's influence was greater when it came to choosing an individual publication or station than it was when selecting the medium for advertising. When this is matched to the other responses, it could be concluded that decisions concerning the type of medium were more important in 1986 than they were in 1953. Conversely, decisions on the publication or station

selected were more important in 1953 than in 1986.

In the 1951 survey,(34) respondents were asked to identify the factors that influenced their media decisions by indicating how important various influences were on a six-point scale. The results presented below are a ranking of these factors obtained by multiplying the number of responses for each factor by the importance ascribed to it by the respondents.

Factors that Influence Media Decisions	(Responses)(Importance)
experience	557
research by media	358
space salespeople	322
business paper advertising	241
direct mail	228

Two conclusions can be drawn on the basis of the data. First, "experience," in 1951, was clearly identified as the most important influencer of media decisions. It will be suggested further on, on the basis of secondary evidence, that experience did not play as great a role in media decisions in 1986. Decision making tools developed over the period to supplement experience in making media decisions, eventually replaced it as a basis for these decisions. The second conclusion agrees with the finding previously discussed. Salepeople had more influence on media decisions in 1951 than they did in 1986. The data indicate that "space salespeople" closely followed "research by

media" in the amount of influence they had on media decisions. Intuitively, these findings are logical. If an individual relies more on experience to make decisions, an individual's decisions will more likely be influenced by interactions with people that form part of that experience. Though primary data is not available from later in the period, it can be assumed that individuals depended increasingly on external mechanisms to make decisions, and in so doing reduced the relative importance of experience (and the influence of others) in making decisions.

In summary, the second research question may be answered by stating that perceptions advertising agency personnel had of the influence of media sales representatives on the media decision making process decreased in the period from 1950 to 1986.

Q3. How did perceptions advertising agency personnel had of the role of media sales representatives change in the period from 1950 to 1986?

This question is answered by comparing responses on surveys from 1953, 1961 and 1986.(35) Perceptions of agency personnel of the role of media sales representatives were derived from their responses to questions that asked them to identify the attributes of the salesperson's function that they considered important. In each survey, responses included a wide variety of attributes. Some examples of the attributes agency personnel considered important in salespeople were: that they provide information and serve as educators of their medium, work with agencies in merchandizing their clients' products, keep

agency personnel well informed, offer creative suggestions, understand marketing, are easy to reach, negotiate deals on rates, are pleasant, honest, brief and aggressive. The surveys demonstrate, as would be conventionally understood, that throughout the period, media salespeople, like all good salespeople, had to be many things to many people. In order to uncover changes that occurred in perceptions, the attributes that received the most mentions by respondents in each of the surveys were identified. These attributes are presented below.

Survey Date	Most Important Function of Salespeople	Percentage of Respondents
1953	information and education	80%
1961	knowledge and understanding	73%
1986	keeps you informed	32%

Unfortunately, simple comparisons cannot be made on the basis of the data because of differences in terminology used in the different surveys. It is possible, though, to make a general distinction in the responses from the three surveys.

One aspect of the salesperson's role remained consistent throughout the period, that of "information provider." Whether referred to by "information" or suggested by "knowledge," the salesperson's role throughout the period was perceived to be one of supplying agency personnel with information on the media they sold. The distinction seems to be between the 1986 survey and the two that preceeded it. The term "education" from 1953 and "understanding" from 1961, suggest an

attribute not identified as frequently by respondents in 1986. The most frequently cited attribute "keeps you informed," was not accompanied with attributes like "education" and "understanding," suggesting that greater involvement and input in media decisions was expected of salespeople earlier in the period. On this basis, it may be that the perceived role of media salepeople in 1986 may have been more limited than at previous times. If this is the case, it would agree with findings that their "usefulness" and "influence" declined over the period. Though tenuous taken on its own, the conclusion that agency personnel perceived the role of media salespeople in more limited terms later in the period than at its beginning, is supported by related findings from research questions one and two.

In the next section, factors that may have accounted for these changes in the perceptions of agency personnel are discussed.

VIII. Factors that Explain Changes In Perceptions

Four developments in the period from 1950 to 1986 that influenced the advertising industry are discussed:

1. the emergence of "marketing" as the predominant business philosophy;
2. the introduction of computers in media planning;
3. the growth of syndicated audience research services; and
4. the emergence of new communications technologies.

Each of these developments led to changes in the way advertising

agencies functioned, as well as the type of services they offered their clients.(36) Gordon E. Miracle posits that the advertising agency's activities to produce services are dictated by environmental factors.(37) This view of the agency as a "dynamic" system is the framework within which these factors will be discussed. The fourth research question is addressed by way of examining how these factors influenced the relationship between agencies and media sales representatives and how they might explain changes in the perceptions of the salesperson's role.

The Emergence of Marketing Philosophy

In the early 1950s, a shift in focus from the producer to the consumer occurred in business. Commonly known as the "marketing concept," it implied "a thorough consumer orientation and an organization dedicated to implementing that orientation."(38) With this shift in orientation came a shift from viewing consumers as a "mass" aggregate toward a view of consumers segregated into numerous market "segments."

Before 1950, the advertising agency likely developed a single commercial and ran it in a single mass medium designed to reach as many consumers as possible. With consumer needs becoming the basis on which markets were defined, it became necessary to develop more specialized advertising strategies to cater to these segments. A report of the National Panel of Media Buyers operated by Standard Rate & Data Service, published in 1961, identified trends in media buying at the time. The most important trend reported was the "growth in

specialization."(39) Notable in the report was the explanation of the impact this growth had on media decision making. "Media buying has become a more scientific activity. Instead of guessing or advertising to the largest numbers, media buyers now make choices only after reference to many facts."(40) This suggests that the amount of information on which such decisions are based was increasing. Salespeople, however, were not the primary source for these facts. "...(they) come from specialized agency departments, independent research companies, and from media which do research on themselves."(41)

The trend toward specialization in marketing led to a growth in the availability of media which could hit selective audiences.(42) The salesperson representing a specific publication would have his or her influence pigeon-holed into that specific portion of media planning to which their publication was relevant. Furthermore, the need for exact information made demands on salespeople accustomed to being generalists. "When they call they have little to say. At best they present facts agencies already have at their fingertips."(43)

As marketing philosophy spread through business in the 1950s, it led to increased specialization and an increase in the amount of information on specific markets and media required for media decisions. The growing demand for specificity by agencies required adjustments by media sales representatives of the time. There is some evidence that this may have led to changes in how useful or influential salespeople were perceived to be by agency personnel. In addition, it created a need for better ways to manage information. Several years after the first computers were introduced in agencies in the early 1960s, an

article with the following headline appeared, "How Antique is the Media *Salesman*?"(44)

The Introduction of Computers In Media Planning

Though the headline in the previous section is an overstatement, it did signal an end to the media salesman as "back-slapper." One article termed the era coming to a close as "nice-guy-ism."(45)

Actually, the first computers that appeared in agencies did so at the end of World War II. A few of the giant advertising agencies installed electronic data processing equipment to handle billing and paying operations.(46) In the 1960s, computers were first introduced to aid media planning. The threat that formulas and machines would eventually dictate the placement of all media was a concern of media salespeople.(47) Ten years later, however, the limited use of computer models was an indication that their potential was yet to be realized.(48) By the 1980s, media planning became somewhat glamorized by the addition of computers to the departments of several large agencies who employed them to develop mathematical models for media evaluation and selection.(49) By the end of the period it had become fairly commonplace for computers to handle processing and some analysis of marketing and media information.(50)

The steady increase in the use of computers in agencies from 1960 to 1986 to cope with the wide variety of media alternatives and marketing information suggests that the role played by media sales representatives as information suppliers was partly usurped. Some information which agency personnel previously depended on

salespeople to provide could be more efficiently received and processed by computers. The introduction and diffusion of computers in advertising agencies may have contributed to changes in the perceptions of salespeople as a result.

The Growth of Syndicated Audience Research Services

The spread of marketing philosophy led to increasing volumes of information and improved tools to manage that information. It also fostered the growth of research services which supplied data on the structure and composition of audiences. In the 1950s, the first impact of this growth on media sales representatives was evident. Gillette Company in Boston, decided to bypass salespeople altogether sending a squad of young women first to research, then to buy radio market by market.(51) In referring to the impact that research had on the role of salespeople, James McCaffery explained:

> "Years ago, when the trading of space and time was a relatively uncomplicated process, and when the personal salesmanship of the salesman and his relationship to the buyer was of critical importance, buying decisions were made more on overall impression and 'gut' feeling....In the end, most decisions were made on judgement, tempered by experience and a smattering of finite measurement."(52)

A number of print media research services existed in the pre-1950 period. The Audit Bureau of Circulations (ABC) was formed in 1914 to verify circulation and other marketing data on magazines and newspapers.(53) Others included Standard Rate and Data Service (SRDS) and

the Newspaper Advertising Bureau.(54) With the emergence of the broadcast media, agencies used the ratings services of A.C. Nielsen and The Arbitron Company. These research services became the accepted standards against which all media decisions were evaluated. By 1977, Nielsen alone accounted for 170 television reports a year, with Arbitron a close second in the number of television and radio reports it published.(55)

The growth in volume and complexity of the research information on which media decisions were based may have led to problems for media salespeople in understanding the data. "I have found too often instances where the salesman doesn't understand the numbers he is presenting and when a question is raised, even the simplest, he is unable to answer."(56)

Though this is only a single opinion, the growth in the sophistication in media decisions logically demanded a similar growth among media salepeople. The decrease in agency perceptions of their usefulness and influence may partly be explained by their failure to develop this skill.

The Emergence of New Communications Technologies

A fourth factor that may explain changes in perceptions agency personnel had of salespeople occurred toward the end of the period. In the 1980s, new communications technologies centered on computer-to-computer communications became increasingly important. As computers diffused to larger numbers of organizations and as larger numbers of individuals within these organizations used them on a daily

basis, it became necessary to develop the means to link these terminals to facilitate the transfer of information from person to person. Links both within and external to the agency were possible. In the 1980s, it became possible for two computers connected by telephone lines to exchange information, leave messages for users to read at a later time or complete transactions. This capability might have rendered a significant percentage of the sales calls made in 1950 useless in 1986.

IX. Conclusions

This paper has presented findings concerning how perceptions advertising agency personnel had of the usefulness, influence and role of media sales representatives changed in the period from 1950 to 1986. The survey evidence used suggests that changes did indeed occur. Furthermore, four major developments that led to changes in the way agencies and media interacted provide a context within which such changes may be explained.

The surveys on which the findings were based contained samples from different universes which may make the simple comparisons in this paper somewhat questionable. Also, findings based on information collected at two points widely separated in time easily suggest several alternative explanations. An effort has been made to express these findings in the appropriate terms. In the absence of other historical analyses in this area, this paper may serve as a basis for further research.

Notes

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18. "Ideal Salesman."Sales Management, August 20, 1973, p. 30.

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22. "How is Advertising Bought?" Printers' Ink, June 1, 1951, p.25.

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24. "How Do Buyers Regard Media Representatives?" Mediascope, January 1961, p. 35.

25. "The Media Salesman,"Media Decisions, February 1969, p. 34.

26. "How is Advertising Bought?" p.27.

27. "What Factors determine the Choice of Media?" January 23, 1953, pp. 33-34.

28. "How Do Buyers Regard Media Representatives?" January 1961, pp. 35-36.

29. "The Media Salesman," p.34.

30. See notes 23 and 24. 1986 survey conducted by author. Refer to method section.

31. See note 24. 1986 survey, refer to note 30.

32. See notes 25 and 30.

33. See notes 23 and 30.

34. See note 22.

35. See notes 23, 24 and 30.

36. Gordon E. Miracle, "An Historical Analysis to Explain the Evolution of Advertising Agency Services," Journal of Advertising, Summer 1977, p. 24.

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42. Ibid.

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51. "How Antique is the Media Salesman?" p. 67.

52. "Fifty Years of Change in the Agency-Media Relation," p. 99.

53. Bovee and Arens, p. 526.

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